



# Strategic Plan 2023 – 2025



Island Harbour

May 1, 2023



# Table of Contents

“Progress is impossible without  
change, and those who cannot  
change their minds, cannot  
change anything”  
  
(George Bernard Shaw  
An Irish playwright, critic, polemist,  
and political activist)

Message from the Mayor	3
Introduction	4
Community Profile	5
Our Vision	6
Our Mandate	7
Our Mission	8
Our Values	9
Council’s Strategic Initiatives for 2023	10
Conclusion	11



**Shoal Bay**



**Deep Bay**

# Message from the Mayor

**Picture to be inserted**

**Andrew Shea**  
**Mayor**

On behalf of the Town Council for the Town of Fogo Island I am pleased to present the Town's Strategic Plan for 2023 to 2025.

Since being elected during the September 2021 Municipal Election, Council has recognized the importance of establishing our Town's priorities. To ensure that all residents had an opportunity to participate in this Plan we conducted a survey to obtain your input and are pleased with the number of residents that took advantage of this opportunity to contribute their ideas.

Following this process Council and our Chief Administrative Officer (CAO) met to reach a consensus on the major initiatives we will undertake on your behalf. Your input through the survey was an important part of this process.

The Town of Fogo Island prides itself on our past accomplishments; however, we believe the best is yet to come. Great things are in store for our community with the completion of our Strategic Plan initiatives.

We encourage you to take the time to review the strategic initiatives we are planning and we will provide further details in a general meeting and will welcome your feedback.

Together we will make the Town of Fogo Island the ideal place to raise a family, start a business, or visit. Your actions and those of your Council, our employees, volunteers, residents, and business community will make Fogo Island a great place to live, work and play.

Andrew Shea  
Mayor



# Introduction

**“Strategic planning will help you fully uncover your available options, set priorities for them, and define the methods to achieve them.”**

**(Robert J. Mckain, An American businessperson with Irish dual citizenship.)**

The Town of Fogo Island, in our opinion, is one of the best places in North America to live. However, like many municipalities it requires continued infrastructure renewal to meet our residents needs.

Our challenges are many, ranging from a sustainable water supply to water treatment facilities, upgrades to our Museums, sewer infrastructure, improving traffic safety, and an economic resource center to address the needs of our business community.

We are proud of our past accomplishments; however, we recognize the importance of engaging in a Strategic Planning process to prepare for a better future.

This Strategic Plan outlines our Vision, Mandate, Mission, and Values. The Plan also outlines the primary goals and objectives of our new Strategic Plan for 2023 – 2025.



**Fogo**

# Community Profile

**“Many people are good at talking about what they are doing, but in fact do little. Others do a lot but don't talk about it; they are the ones who make a community live.”**

**(Jean Vanier, Community and Growth)**



**Lion's Den Trail**

Fogo Island is an outport community: a small, remote coastal settlement located on the Northeast Coast of the province of Newfoundland and Labrador. Fogo Islanders have made their living by fishing in the waters of the North Atlantic and have sustained themselves for generations.

Migratory European fishermen began fishing Fogo Island's plentiful waters around the early sixteenth century. Originally not permitted to settle, Europeans went back and forth to Fogo Island to fish during warmer months until official, permanent settlement began later in the eighteenth century.

In 1967, like many rural outport Newfoundland communities, Fogo Island residents were presented with a life-changing decision to resettle or stay on this island. Through a process now known as the Fogo Process the National Film Board of Canada produced a series of short films. These films were used to convince the Provincial Government that the residents would not relocate but instead take control of their own future, this resulted in the formation of the Fogo Island Co-operative Society Limited. The Co-op, owned by the residents, went on to build boats and operate several processing facilities. The Co-op remains steadfast, resilient, and continues to stake footholds in new fish markets.

In 2006 Shorefast, a federally registered charity, was formed and began its work on Fogo Island. Shorefast operates several social enterprises including the world renowned Fogo Island Inn. Through its many initiatives Shorefast has become a leader in tourism and the contemporary arts, re-investing surpluses from its social enterprises back into the community through Shorefast.

The Town of Fogo Island has a population of 2,117 residents, based on the 2021 Census by Statistics Canada. Fogo Island is made up of eleven communities which were amalgamated in 2011 under one municipality; providing governance; services, infrastructure, tax collections, budgeting, fire services, public works, recreation, tourism, planning and development.



# Our Vision

**“Vision without action is a dream.  
Action without vision is simply  
passing the time. Action with Vision  
is making a positive difference”.**

**(Joel A Barker, Futurist,  
author, Lecturer, Film Maker)**

A Vision is a declaration of our goals for the future. It is a long-term view concentrating on the future and a source of inspiration. An effective vision statement promotes growth and innovation.

Fogo Island’s vision statement is its inspiration, the framework for strategic planning.

Our Vision for the Town of Fogo Island is:

**A united, vibrant, and inclusive Island that is  
a great place to raise a family and is  
economically diversified and focused on  
maintaining its unique heritage while  
providing activities and programs for all ages.**



**Dwyer Premises, Tilting**

# Our Mandate

**“Management is doing things  
right; Leadership is doing the  
right thing.”**

**(Peter Drucker, Writer, Professor,  
Management Consultant)**

A Mandate is an official order or commission to do something. It states what the Town of Fogo Island does and who it serves. It is what the Town is formally and informally required to do or not do by legislation and by other means.

The Mandate for the Town of Fogo Island is:

**To provide citizens, businesses, and visitors  
effective, efficient, and financially  
responsible programs and services while  
focusing on maintaining traditional ways in  
a modern world**



**Joe Batt's Arm**



# Our Mission

**“Employees are a company's greatest asset - they're your competitive advantage. You want to attract and retain the best; provide them with encouragement, stimulus, and make them feel that they are an integral part of the company's mission.”**

**(Anne M. Mulcahy, Former Chairperson and CEO of Xerox Corporation)**

A Mission is the fundamental purpose and core values of an organization. Our Mission describes why the Town of Fogo Island exists and what it does to achieve its Vision.

The Mission of the Town of Fogo Island is:

**To provide services with strong leadership that enhances the quality of life for residents and provides opportunities for businesses to grow and prosper through open-minded, inclusive, and respectful actions.**

The Town of Fogo Island has dedicated staff focused on providing efficient and effective municipal services and programs approved by the Town Council for all residents and businesses.

**The staff of the Town of Fogo Island and their contact information:**

**Pauline Payne, Chief Administrative Officer (CAO), Telephone 709-266-1320 Ext. 225,  
Email [cao@townoffogoisland.ca](mailto:cao@townoffogoisland.ca)**

**Daphne Coles, Deputy Town Clerk, Telephone 709-266-1320, Ext. 223,  
Email, [townclerk@townoffogoisland.ca](mailto:townclerk@townoffogoisland.ca)**

**Sheldon Hoffe, Superintendent/Foreman of Public Works, Telephone 709-266-1320, Ext. 222,  
Email [publicworks@townoffogoisland.ca](mailto:publicworks@townoffogoisland.ca)**

**Colette Wells-Coish, Director of Tourism & Recreation, Telephone 709-266-1111,  
Email [tourism@townoffogoisland.ca](mailto:tourism@townoffogoisland.ca)**

**Cheryl Gardner, Economic Development & Special Projects, Telephone 709-266-1111  
Email [edo@townoffogoisland.ca](mailto:edo@townoffogoisland.ca)**

**Germaine Morgan, Enforcement & Permitting Officer, Telephone 709-266-1320,  
Email [enforcementpermits@townoffogoisland.ca](mailto:enforcementpermits@townoffogoisland.ca)**

**Tracy Torraville, Accounting Clerk, Telephone 709-266-1320 Ext. 224,  
Email [accounts@townoffogoisland.ca](mailto:accounts@townoffogoisland.ca)**

**Samantha McGrath, Reception/Administration, Telephone 709-266-1320 Ext. 221  
Email [reception@townoffogoisland.ca](mailto:reception@townoffogoisland.ca)**



# Our Values

**"It's not hard to make decisions  
when you know what your values  
are."**

**(Roy Disney (1893 - 1971), Walt  
Disney's Elder Brother and the  
Financier of his Efforts)**



**Stag Harbour**

Values are a set of guiding beliefs shared among the Mayor, Councillors, management, and staff of the Town of Fogo Island. Values drive our priorities and provide a framework in which decisions are made. They are Fogo Island's ethical and moral compass and decision making foundation. The core values of an organization impact both internal and external affairs. They define not only how employees treat each other, but also the behaviour expected toward residents, partners, and the broader community.

The Values for the Town of Fogo Island are:

## **Effective and Transparent Communications:**

"To communicate relevant information with clarity and accuracy in a timely manner. To build positive relationships through community engagement based on effective consultation and open communication".

## **Financial Sustainability and Responsibility:**

"To be accountable for the prudent and sustainable management of the Town's financial resources in the delivery of efficient, effective, and responsive programs and services. To accept responsibility for decisions, actions, and overall performance".

## **Professionalism, Fairness and Respect:**

"To treat employees, residents, and business owners with courtesy, honesty, and integrity. To earn the trust and respect of those we serve. We will treat others as we would like to be treated".

## **Safety:**

"To create and maintain a safe environment for all. To actively participate in and support the advances of health and safety practices. Programs and services will be focused on the safety of those we serve.".

## **Service excellence:**

"Taking pride in the delivery of quality and sustainable programs within available resources to meet the needs and expectations of those we serve. Continually striving to improve programs whenever possible".

# Council's Strategic Initiatives for 2023

**“Strategy is not the consequence of planning, but the opposite; its starting point.”**

**Henry Mintzberg,**  
Canadian academic & author on business & management

Strategic Initiatives selected by Council for priority attention over their term of office:

1. Communications & Relationship
2. Business Diversification & Economic Development
3. Accommodations & Property
4. Fiscal Responsibility & Funding Resources
5. Health Care & Public Safety
6. Municipal Unification
7. Operational Requirements
8. Population Growth
9. Project Design & Planning
10. Recreation
11. Tourism
12. Transportation
13. Training & Professional development

## Action Plan

Priority Number	Priority Action Item	Priority Action Plan
1	Communications & Relationship	<b>Council will:</b> <ol style="list-style-type: none"> <li>a. Focus on improved relationship building and communications with residents and businesses.</li> <li>b. Communicate with residents in a more timely and transparent manner.</li> <li>c. Hold a second session to present the Strategic Plan and obtain feedback.</li> <li>d. Treat all staff and residents with respect.</li> <li>e. Provide opportunities for residents to understand Council Policies and Regulations to increase community buy-in.</li> </ol>
2	Business Diversification & Economic Development	<b>Council will:</b> <ol style="list-style-type: none"> <li>a. Make every effort to secure banking services for Fogo Island</li> <li>b. Support existing business development and promote new development.</li> <li>c. Create a support system for businesses such as a Chamber of Commerce.</li> </ol>
3	Accommodations & Property	<b>Council will:</b> <ol style="list-style-type: none"> <li>a. Research how to make land available for housing development.</li> <li>b. Evaluate Town properties and buildings to determine if any can be repurposed or sold.</li> <li>c. Focus efforts on developing housing for senior and low-income residents.</li> </ol>
4	Fiscal Responsibility & Funding Resources	<b>Council will:</b> <ol style="list-style-type: none"> <li>a. Responsible for reporting and adhering to budget</li> <li>b. Establish the selling of merchandise with Town Logo.</li> <li>c. Be prudent with Town's financial resources</li> </ol>
5	Health Care & Public Safety	<b>Council will:</b> <ol style="list-style-type: none"> <li>a. Support efforts of Central Health and the Fogo Island Health Center to secure adequate health care for residents</li> <li>b. Support efforts for a registered childcare center to attract and retain families</li> <li>c. Work closely with the RCMP, Fire Services, and the Department of Transportation and Infrastructure that has responsibilities for highways and transportation to improve public safety</li> </ol>



## Action Plan

Priority Number	Priority Action Item	Priority Action Plan
6	Municipal Unification	<b>Council will:</b> a. Focus on island wide development to remove or reduce the focus on individual communities. b. Organize and establish Island wide committees for Recreation, Tourism, and Historic Properties.
7	Operational Requirements	<b>Council will:</b> a. Ensure staffing levels are sufficient to adequately deliver programs and services. b. Refrain from being involved in the day-to-day operations of the Town and focus on its' role to guide and determine strategic direction. c. Focus on recruitment and retention.
8	Population Growth	<b>Council will:</b> a. Focus on attracting people from other places who wish to live on Fogo Island by converting existing unused buildings into housing to be rented at minimal cost. b. Focus on the growth of a diverse population, particularly a younger generation.
9	Project Design and Planning	<b>Council will:</b> a. Ensure design and planning is first and foremost for all projects to be undertaken by the Town.
10	Recreation	<b>Council will:</b> a. Create good walking spaces and trails required for all population segments of Fogo Island. b. Consider creating additional recreation and leisure opportunities for residents including hockey, curling, green space development around the arena, as well as walking trails.
11	Tourism	<b>Council will:</b> a. Focus on improved tourism and visitor experience. b. Enhance training for seasonal recreation, cultural, and museum staff.
12	Transportation	<b>Council will:</b> a. Lobby for an additional vessel during busy months. b. Endeavour to install speed bumps in areas where excessive speeds have been noted and deemed dangerous
13	Training & Professional Development	<b>Council will:</b> a. Ensure training is part of every staff review to ensure opportunities for improvement are available.

There is nothing so useless as doing efficiently that which should not be done at all.

Peter Drucker

Austrian-American management consultant, educator, and author.

# Conclusion

**“It is our attitude at the beginning of a difficult task which, more than anything else, will affect its outcome.”**

**(William James  
American Philosopher and Psychologist)**

During the 2021 Municipal Election and the Strategic Planning Public Survey, Council received many suggestions for priorities that residents wished Council to deal with during their term of office.

One of the first initiatives that your new Council undertook was to have a facilitated Strategic Planning Session to prioritize the many issues or initiatives to be dealt with during their term.

This Strategic Plan represents Council’s collaborated agreement on which initiatives Council would address.

Council will work diligently to accomplish these initiatives and will provide status reports on an annual basis on its progress and achievements.

Picture of Council to be inserted

Prepared and Facilitated by:



“Preparing Municipal Officials for the Future”